

## General Instructions for the Results/Accomplishments Component

All programs are intended to accomplish certain results. Identification of specific objectives and assessing progress and success can contribute to providing quality services and improving operations. The Results/Accomplishments component of the Performance Evaluation System is used to measure **what** was accomplished by the manager, and is a companion to the Overall Management Component, which essentially measures **how** the program is run, but not what it achieved.

As was true in the past, each department may choose whether or not to use this component.

Results of two types are recognized in this system. They are:

1. Maintenance/enhancement of the quantity or quality of existing programs or services, and
2. Development and installation of a new programs or initiatives, or completion of a special projects, etc.

Any number of expected results may be set, but the Performance Evaluation system credits no more than three.

If the final Result will take more than one year of work to complete, please use/describe the current phase as the objective for the rating period, to avoid a partial completion situation. If unforeseen events or unanticipated projects occur during the course of the year, objectives may be added or deleted at any time, with the approval of the appointing authority.

Variable credit should be given, depending on the scope and difficulty of the accomplishment and the skill and effort involved in its attainment. The potential points for each result should be based on the benchmark descriptors in the new Results Evaluation Guide on replacement page 10.

## Scoring the Results Component

### Points for Completed Results/Accomplishments

Completed accomplishments should receive the full point value (300, 400 or 500 points) shown on the Results Evaluation Guide. (Accomplishments which are 95% complete and for which completion can reasonably be expected within a short period of time should be awarded the full value.)

### Points for Partial Completion of Results/Accomplishments

Partial credit may be provided for substantial progress (i.e., at least 50% done) in enhancements and/or projects that would, if fully completed, reflect 400 or 500 points. The adjusted points should be computed by multiplying the full point value by the percent completed. (Partial credit may be awarded for Results that, if completed, would be scored at 300 points, but will usually result in a score that falls in the Needs Improvement band.) **Note:** Generally, objectives that were dropped or deferred, with the approval of the appointing authority, due to other priorities should be deleted from the workbook and not scored as partially completed to avoid a negative impact on points.

### Scoring of the Entire Results Component

The point range for the Results component is 100-500 points (paralleling the points attainable in the Overall Management Component).

Overall scoring is somewhat unstructured because of the large number of variables that must be considered in evaluating results. These include:

1. External events and situations that affect programs and resource deployment or the ratee's ability to work on the objective (e.g., work that must be performed by other organizational units is delayed, unexpected major assignments that require substantial time, etc)
2. Objectives that may need to be added, deleted or modified during the year, to reflect current needs
3. The different needs of different departments and programs which make it counterproductive to require all programs to have a set number of objectives and results for all managers.
4. The relative importance of Results and Overall Management may vary from manager to manager, depending on the needs in their programs

5. Differing degrees of skill and effort are required to achieve different objectives, and thus different amounts of credit should be awarded for their attainment
6. The importance/criticality of attaining specific results may differ and their priority (in relation to other program needs) and thus the significance of their attainment will vary
7. Work on some objectives may still be in progress at the end of the rating period (i.e., the result has not yet been fully attained)

It is, therefore, impossible to reduce all of these variables to a single arithmetic formula that will measure all results reasonably and equitably.

Consequently, options on scoring this component are provided. These include:

1. Crediting fully the most difficult Result attained, provided that satisfactory results or progress were attained on other critical objectives;
2. Establishing only one objective for each manager, and scoring it based on the difficulty of attainment in accordance with the Results Evaluation Guide;
3. Other, more individualized, approaches; etc. provided that the ratee is fully informed, at the beginning of the rating period when the objectives are being determined, what approach will be used.

Departments are free to employ the approach(es) best suited to their needs. However, the following conditions are imposed:

1. In all cases, there must be a discussion of the objective and it must be clear from the beginning of the rating period:
  - a What weight will be accorded to the Results Component
  - b How the results will be evaluated and
  - c The significance of attaining or failing to attain the each of the specified results (record relevant information in Section 7a of Form B).
- 2 The difficulty, skill and effort required to achieve the result (as outlined in the Results Evaluation Guide) must be considered in determining the points for the result.
- 3 There must be a reduction in points for a specific planned objective that was not completed by (or is not on schedule at) the end of the rating period, although that may (or may not) affect the manager's overall score on the Results Component.
- 4 Any deletions of approved objectives during the course of the year, and any additions, must be approved by the appointing authority.

A suggested rating guide is provided below and on Form B (Summary).

Performance Band	Characteristics		Final Score
Exceptional	At least one 500 point objective* completed	Completion or satisfactory progress on all other <u>critical</u> ** objectives	500
Exceeds Expectations	At least one 400 point objective* completed.	Completion or satisfactory progress on all other <u>critical</u> ** objectives	400
Fully Meets Expectations	One or more 300 point objectives* completed	Completion or satisfactory progress on all other <u>critical</u> ** objectives	300
Needs Improvement	Critical** results do not meet expectations (e.g., fall off in quantity/quality of essential services, insufficient progress on projects).		200
Unsatisfactory	Objectives not attained; inadequate progress made.		100

\* As defined in the Results Evaluation Chart

\*\* As indicated in Section 7a of Form B

## Final Score

The final score for this component should be determined based on the extent of the results attained and the parameters established for this component.